DOCUMENT RESUME

ED 458 355 CE 080 683

TITLE	High Road Partnerships Report: Innovations in Building Good Jobs and Strong Communities.
INSTITUTION	American Federation of Labor and Congress of Industrial Organizations, Washington, DC. Working for America Inst.
SPONS AGENCY	Employment and Training Administration (DOL), Washington, DC.
PUB DATE	2000-00-00
NOTE	43p.
CONTRACT	6535-8-00-87-60
AVAILABLE FROM	For full text: http://www.workingforamerica.org/documents/HighRoadReport/highroa dreport.htm.
PUB TYPE	Reports - Research (143)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Adjustment (to Environment); Building Trades; Case Studies; Communication (Thought Transfer); Community Benefits; Community Development; Consortia; *Cooperative Planning; Cooperative Programs; Definitions; Economic Development; *Education Work Relationship; Educational Benefits; Educational Cooperation; Educational Environment; Employer Employee Relationship; Employment Practices; Financial Support; Guidelines; Health Occupations; Hospitality Occupations; Innovation; Job Placement; Job Training; *Labor Force Development; Modernization; Organizational Development; Performance Factors; Postsecondary Education; Program Descriptions; *Program Implementation; Referral; School Business Relationship; School Community Relationship; Secondary Education; Standard Setting; Strategic Planning; Success; *Unions; Vocational Education; *Work Environment
IDENTIFIERS	Global Economy; Stakeholders

ABSTRACT

When deciding how to compete in the new global economy, employers can opt for "low-road" strategies such as low wages and no job security. Alternatively, they can choose the "high road" and compete by offering quality goods and services, innovation, and value. Fourteen successful "high-road" partnerships were examined to identify elements likely to lead to successful partnerships, barriers to effectiveness, and tools to help surmount them. The individual partnerships focused on different sectors and involved different stakeholder groups, including unions, educators, employers, community organizations, and government. However, the activities/services provided by the partnerships all fell into the following categories: (1) setting workplace, job, and/or investment standards; (2) workforce development; (3) business services (joint-labor management programs assisting employers with modernization and/or providing financial or similar services); and (4) people services (building good jobs and career paths while helping employers compete and promoting fairer access to economic opportunity). At least initially, partnerships tended to be sectoral or regional. The challenges faced by partnerships typically involved strategic planning and strategic research, building an organization, funding sources, communicating and sharing knowledge, building and strengthening coalitions,

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and ongoing research. Forty-seven action steps to overcome these challenges were identified. (Profiles of the case study partnerships are appended.) (MN)

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HIGH ROAD PARTNERSHIPS REPORT

Innovations in Building Good Jobs and Strong Communities

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Acknowledgements

The publication of this report would not have been possible without the shared insights, ideas, materials and help of many people and organizations. In particular, it is the hard work and experiences of the front-line leadership and staff of the 14 high road partnerships that are the essence of this report. Their willingness to collaborate throughout this process bodes well for the establishment of a high road network.

Other sites not profiled in this report also contributed to this effort. This includes BUILD in Baltimore Maryland, QUEST in San Antonio, Texas and Partners In Construction Cooperation in Portland, Oregon.

The investigative team included team leader Weezy Waldstein of the AFL-CIO Working for America Institute, Brian Turner of the Work and Technology Institute and the Working for America Institute and Joel Rogers and Laura Dresser of the Center on Wisconsin Strategy.

Valued contributors to the final publication include:

AFL-CIO Working for America Institute Director, Bruce Herman and Robert Baugh;

AFL-CIO Corporate Affairs Department Assistant Director, Nancy Mills;

AFL-CIO Assistant to the President for Public Affairs, Denise Mitchell;

AFL-CIO Publications Department Director, Donna Jablonski; and

AFL-CIO Special Assistant to the President, Janet Shenk.

Additional contributors: Alec Dubro, Robin Foster and Cheryl Silver.

The U.S. Department of Labor Employment and Training Administration, under the leadership of Assistant Secretary of Labor Ray Bramucci has consistently supported this effort. The ability to further the understanding of effective partnerships would not have been possible without the knowledgeable and ongoing support of Doug Holl and Maureen Cronin of the Department of Labor.

This publication was prepared under Grant No.6535-8-00-87-60 from the Employment and Training Administration, U.S. Department of Labor under the authority of the Job Training partnership Act. Grantees undertaking such projects under government sponsorship are encouraged to freely express their professional judgment; therefore, points of view or opinions stated in this document do not necessarily represent the official position of the U.S. Department of Labor.

PREFACE

Choosing a Path through the Global Economy

by John J. Sweeney

Today's working women and men face dramatic challenges finding and keeping the kinds of jobs that can support and nurture families. In many ways, the economy that is creating "dot-com millionaires" every day is failing vast numbers of working families, creating growing inequality and threatening the existence of America's middle class.

For two decades, as the productivity of America's workers grew, their wages fell, then stagnated. Families sent more workers into the workforce—not to get ahead and earn their way to financial freedom, but in a struggle to stay even in the face of falling real wages. And just to keep from falling further behind, workers put in more and more hours on the job—so many, in fact, that today U.S. workers out-work their counterparts in other developed nations.

How has this happened?

1. America's manufacturing industries—historically the route to secure middle-class life for unskilled and semi-skilled workers—have lost jobs. Globalization has encouraged employers to move production from the United States to low-wage countries. Meanwhile, U.S. jobs in many sectors have been outsourced and shifted to lower wage, nonunion workforces. For unskilled workers, most job growth has been in the low-wage service sector.
2. In the 1980s and early 1990s, unemployment was high and the labor market featured a surplus of skilled workers. In their quest for fatter quarterly profit reports, employers dismantled job training programs, destroying entryways to jobs and career paths. Even today, when companies in certain industries acknowledge a severe shortage of skilled workers, employer training budgets continue to shrink—and corporations invest most of their shrunken training budgets in their most educated and highly paid workers.
3. Many secure, full-time jobs have been replaced with temporary, contingent and part-time positions—often employing the same workers who once held full-time jobs. Today, the largest employer in America is a temporary service, Manpower, Inc.

In short, too many employers have chosen to take a "low road" path through our increasingly global economy. They have decided to build their strategies for profit-making around low wages, few benefits, no job security and a polarized and disempowered workforce.

The low road, of course, is a flawed strategy. What we have now is an economy that depends on high levels of education and skills but doesn't provide them, that values family self-sufficiency but eliminates family-supporting benefits, that thrives on the creation of good jobs but rewards companies that move good jobs away—and that holds down wages so that too many workers can't even afford to buy the products they make.

While the low road may make a handful of people rich in the short term, it is not a lasting path to prosperity.

Nowhere is it written that this low road is the only path through the new economy. There is a choice. There is another way to meet the challenges of the 21st century—and that's to take the high road.On the high road, we invest in workers by providing education and training and opportunities for advancement. And we provide those opportunities to everyone, so no one is left behind.

On the high road, companies compete not by paying the lowest possible wages, but by offering the highest quality and value and innovation.

On the high road, workers have a voice in decisions about their jobs, and communities have a voice in decisions about their economic development.

On the high road, there are plenty of jobs to go around—not low-wage, dead-end jobs, but meaningful work with career ladders and rewards for good work and initiative.

The high road, in other words, takes us to a high-skill, high-wage economy. And that is precisely where we need to be.

How do we get America on the high road? The answer, I believe, lies in partnerships—partnerships between unions and employers, between industry groups and community groups, between workers and academic and political leaders, between foundations and government agencies and schools and colleges.

These are partnerships that unite stakeholders around a mission to boost their regional economies. They think big and act bold. They develop strategic plans—plans to preserve good jobs by rescuing and modernizing ailing industries, plans to convert low-wage jobs into high-paying family-sustaining jobs and plans to generate a steady supply of highly skilled workers to fill them. And then they rally the resources and expertise to execute those plans.

Of course, these partnerships can only succeed if unions play a major role. History shows, after all, that unions are most often the defining difference between a good job and a poor job. Union membership has proven to be the most effective

How do we get America on the high road?

The answer, I believe, lies in partnerships—partnerships between unions and employers, between industry groups and community groups, between workers and academic and political leaders, between foundations and government agencies and schools and colleges.

way for workers to have a voice in their workplaces and in their future. And unions are uniquely positioned to be the catalysts—the ones that bring all of a community's players together around mutual job creation and job training goals, and that provide firsthand knowledge of what's happening to the job market and ideas about how to fix it.

Some may say that taking responsibility for how the economy works and getting involved in industry and business strategies go far beyond the traditional notion of what unions do. But in today's world, it's no longer possible to confine our role to that of collective bargaining or grievance handling. It's simply not enough to react to downsizing and layoffs with objections and protests. If workers are to have a voice in the new economy, unions must help create good jobs and develop the skills needed for those jobs—as well as making sure those jobs pay well.

But we also know we can't forge the high road without partners. If we get to the promised high-wage, high-skill economy, it will be because all of us—community groups and foundations, elected leaders and government agencies, businesses, vocational and technical schools and higher education institutions—helped lead the way.

It will take all of us working together to raise standards and expectations in our communities, to solve the problems of labor shortages and lagging productivity in our industries, to increase the skill and employment levels in our inner cities and to eliminate the fundamental inequalities and injustices in today's economy.

It will take all of us working together to redirect our public policies to create opportunities for lifelong learning and advancement for all workers, to pass living wage laws that will block the path to the low road, to make the Workforce Investment Act a useful tool in the fight for good jobs and wage standards and to make sure that people who move from welfare to work don't wind up with less and aren't stuck in dead-end jobs with no chance to get ahead.

When the AFL-CIO created the Working for America Institute in 1998, one of our priorities was to better understand emerging partnerships that brought together unions, employers, communities, foundations and government to create and retain good jobs with successful employers in strong communities. We call them "high road partnerships." They come in different shapes and sizes, utilize different tools and tactics and are at different stages of development. We believe they can be important tools in leading America on the right path through the global economy, so we charged the institute to identify the elements that make their success more likely, the barriers that stand in their way and the technical assistance that could expand their reach and effectiveness.

This *High Road Partnerships Report* is the result.

We encourage employers, representatives of all levels of government, community groups, foundations and all friends of working families to learn from these promising partnerships and to join today's unions on the high road path through the new economy.

INTRODUCTION

As the challenges of today's global economy confront America's working families, a promising response is emerging. Across the country, unions, community groups, government, foundations and far-sighted employers are teaming up to build a future of good jobs, successful industries and strong communities.

They are forming "high road partnerships." These partnerships vary in structure, employ different strategies and have different funding sources, but they share a common, broad goal: to build an economy based on skills, innovation, opportunity, sustainability and equitably shared prosperity rather than on low-road practices that lower living and working standards and weaken communities.

In this *High Road Partnership Report*, the AFL-CIO Working for America Institute examines 14 high road partnerships to identify elements likely to lead to success, barriers to effectiveness and tools to help these and other partnerships reach their potential.

Many of these partnerships are young—it is impossible to label their levels of success conclusively or point to extensive outcomes. But by their nature as meeting grounds for key players in local and regional economies, they demonstrate potential. Each player brings to a high road partnerships unique assets:

- Unions bring their long history of training and placing workers, their role as a voice for workers who have the greatest insight into how to make their workplaces more effective, political strength and contacts that can leverage public funds and their ability to bargain with employers for good wages, benefits, career ladders and training and education funds.
- Employers bring the ability to strengthen communities by providing good jobs to current and new workers, intimate knowledge of their industries, funds for training and the political strength that can attract public funds for innovative programs.
- Community groups bring long years of service to the most disadvantaged sectors of society, and help recruit unemployed and low-income workers and youths into training and education programs. Some bring important advocacy skills to public policy debates, and the ability to build bridges between unions and constituency groups. Community groups also contribute a long-term perspective of the needs of the community as a whole.

Because they bring together unions, employers, community groups and often government, high road partnerships have the potential to create lasting improvements in jobs, skills and opportunities. They can achieve *scale* by reaching many people. They can achieve depth because of their deep roots in communities. And they can achieve broad *scope* by providing a range of training, modernization and economic development advantages to their participants.

The services offered by many of the 14 high road partnerships studied here go beyond standard worker training and re-training to include plant modernization and market development help for employers, targeted assistance for minority and women job-seekers, technology-testing operations and high school equivalency and English as a second language (ESL) education,.

The range of structures, services provided and funding sources contributing to these ventures demonstrate the breadth of the solutions that are needed—and possible—to tame the challenges of today's global economy.

A LOOK AT THE PARTNERSHIPS

The Working for America Institute studied the following partnerships for this report. (For more detail, see the case studies in the Appendix.)

Consortium for Worker Education, a multi-union collaborative of more than 40 New York City unions representing 800,000 members, dedicated to union- and worker-focused education, training and re-employment services.

Culinary Union Training Center, a single-union, multi-employer labor-management partnership of Culinary Workers Local 226 of the Hotel Employees & Restaurant Employees (HERE) and the Las Vegas hotel industry, covering nearly 50,000 workers in America's fastest-growing city.

E-Team Machinist Training Program, a young partnership in which a union and a community group—Electrical Workers Local 201 and the Essex County Community Organization—joined forces to retain and expand good jobs in their community.

Garment Industry Development Corp., a single-union, multi-firm labor-management partnership of UNITE and the New York garment industry, covering hundreds of employers and 30,000 union members.

Graphic Arts Institute of Northern California, a single-union, multi-employer labor- management partnership of the Graphic Communications International Union and San Francisco's graphic arts industry, which is challenged by rapid and radical technological change.

Hospital League–1199 SEIU Employment, Training and Job Security Program, one of the largest and oldest sector-based labor-management partnerships in the nation, made up of SEIU 1199 New York and the New York region's health care industry. The partnership covers more than 300 employers and 85,000 health care workers in the New York region.

Labor-Management Council for Economic Renewal, a sector-focused, multi-union labor- management partnership in a southeastern Michigan industry made up of small and mid-sized firms.

Philadelphia Hospital and Health Care–District 1199C Training and Upgrading Fund, a sector-focused, single-union, multi-firm labor-management partnership of Hospital and Health Care Workers Union 1199C and the Philadelphia-area health care industry, covering 17,000 unionized health care workers in the Philadelphia area.

San Francisco Hotels Partnership, a labor-management partnership of HERE Local 2 and the San Francisco hospitality industry—the largest private-sector employer in the city. It covers nearly 5,000 workers at 11 Class A hotels.

Southern Nevada Carpenters Journeymen's and Apprentice Training Program, a traditional construction sector labor-management partnership of the Southern Nevada Regional Council of Carpenters and the Las Vegas construction industry that has undergone dramatic restructuring to address the changing workforce and industry.

Steel Valley Authority, a public authority created by the City of Pittsburgh and 11 nearby mill towns, with union and community representatives, to retain and expand the base of manufacturing jobs and revitalize communities in western Pennsylvania.

Wisconsin Regional Training Partnership, a multi-union, multi-employer sectoral effort to improve training and preserve manufacturing jobs in Greater Milwaukee.

Worker Center, AFL-CIO, a labor-community organization fighting economic decline and working to retain good jobs in the Seattle area.

Working Partnerships USA, a research, policy and advocacy institute with a focus on economic development and contingent work issues in the Silicon Valley/Greater San Jose area, initiated by the South Bay (California) Labor Council.

FINDINGS

The Working for America Institute examined the structure, activities and funding bases for the 14 partnerships studied and compiled matrices so these elements could be compared. The institute also profiled each of the partnerships in a series of case studies (see Appendix) that describe the organizations' history, goals and results achieved. Although the levels and methods of evaluation of individual programs vary, the findings of this study should be helpful in expanding and creating innovative approaches to job creation, job retention and local economic development.

Activities and Services

As the matrix on page 10-11 shows, activities and services provided by the 14 partnerships studied fall into four main categories:

- **Setting standards.** Nine of the partnerships have helped set workplace, job and investment standards. Working Partnerships USA's report on the underside of the Silicon Valley economy, for example, led to a coalition that won wage, benefit and environmental standards for public economic development investments in Santa Clara County.
- **Workforce development.** All 14 partnerships design and provide training for workers. Twelve provide placement and referral services.
- Philadelphia Hospital and Health Care–District 1199C Training and Upgrading Fund and the Hospital League in New York have built two of the most extensive sectoral training programs in the nation, serving more than 100,000 union members and workers just entering the health care industry.
- Looking at the training and education components of workforce development, 13 partnerships provide technical or occupational training, 12 assist with job or skill upgrading, 11 have entry-level training, eight offer ESL classes, seven provide education in basic skills and four offer tuition reimbursement. In New York City, the nonprofit Consortium for Worker Education provides basic education, ESL classes, skill-based training, health care worker certification and college degrees.
- **Business services.** Nine partnerships have joint labor-management programs, nine assist employers with modernization and five provide financial or similar services. The Garment Industry Development Corporation offers consulting and direct services to help employers train workers, modernize plants, develop new markets and create participatory work systems. Since 1990, southeastern Michigan's Labor-Management Council for Economic Renewal has offered more than 120 management training programs on high-performance leadership, employee involvement, team

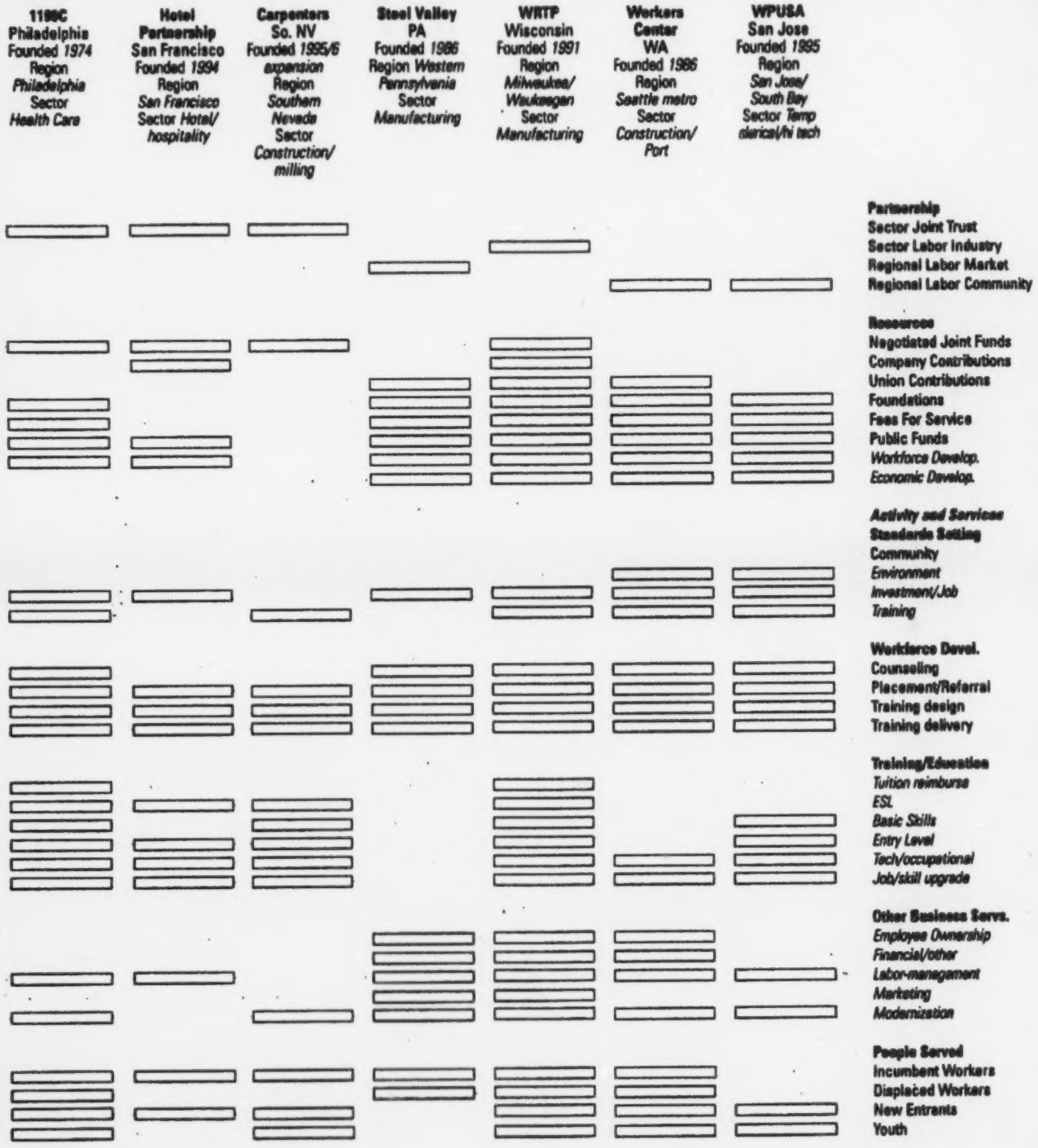
ON THE HIGH ROAD:

- Companies compete on the basis of quality goods and services, innovation and value - not exclusively on the basis of cost.
- Community members have access to education and training, leading to family-sustaining jobs and secure career paths.
- Employees have a voice in the jobs they do, and can help shape products and service quality, job structure and technology use, customer service and other crucial operating components to be most effective.
- Communities have a voice in shaping local and regional economies, to ensure working family-family friendly development.
- Economic opportunities are open to every member of the community.

Matrix 1

Partnership Features and Activities

	CWE New York Founded 1985 Region New York city/metro Sector	Culinary 226 Las Vegas Founded 1993 opened Region Las Vegas Sector Hotel/ food service	E-Team MA Founded 1995 Region Lynn, MA Sector Manufacturing/ machining	GIDC New York Founded 1994 Region New York Cityfmetro Sector Apparel manufacturing	Graphic Arts Institute San Francisco Founded 1958 Region San Francisco/ N CA Sector Graphic Design/Print	Hospital League –1199 SEIU New York Founded 1969 Region New York city/metro Sector Health care	LMCER Detroit Founded 1990 Region Southeastern Michigan Sector Auto Parts Manuf.
Partnership							
Sector Joint Trust		▭			▭	▭	
Sector Labor Industry			▭	▭			▭
Regional Labor Market	▭						
Regional Labor Community							
Resources							
Negotiated Joint Funds		▭		▭	▭	▭	
Company Contributions			▭	▭			▭
Union Contributions			▭	▭	▭		▭
Foundations			▭				▭
Fees For Service				▭	▭	▭	▭
Public Funds	▭		▭	▭	▭	▭	▭
Workforce Develop.	▭		▭	▭	▭	▭	▭
Economic Develop.				▭			▭
Activity and Services							
Standards Setting							
Community							
Environment							
Investment/Job		▭	▭			▭	
Training				▭		▭	
Workforce Devel.							
Counseling				▭		▭	
Placement/Referral		▭	▭	▭		▭	▭
Training design	▭	▭	▭	▭	▭	▭	▭
Training delivery	▭	▭	▭	▭	▭	▭	▭
Training/Education							
Tuition reimburse	▭					▭	
ESL	▭		▭	▭		▭	
Basic Skills	▭		▭			▭	
Entry Level	▭	▭	▭		▭	▭	▭
Tech/occupational	▭	▭	▭	▭	▭	▭	▭
Job/skill upgrade	▭	▭		▭	▭	▭	▭
Other Business Servs.							
Employee Ownership							
Financial/other	▭			▭			
Labor-management				▭		▭	▭
Marketing				▭			
Modernization				▭	▭	▭	
People Served							
Incumbent Workers	▭	▭	▭	▭	▭	▭	▭
Displaced Workers	▭		▭	▭		▭	
New Entrants	▭	▭	▭		▭	▭	▭
Youth	▭	▭	▭			▭	


1199C
Philadelphia
Founded 1974
Region
Philadelphia
Sector
Health Care
Hotel Partnership
San Francisco
Founded 1994
Region
San Francisco
Sector Hotel/ hospitality
Carpenters
So. NV
Founded 1995/6
expansion
Region
Southern Nevada
Sector
Construction/ milling
Steel Valley
PA
Founded 1986
Region Western Pennsylvania
Sector
Manufacturing
WRTP
Wisconsin
Founded 1991
Region
Milwaukee/ Waukeegan
Sector
Manufacturing
Workers Center
WA
Founded 1986
Region
Seattle metro
Sector
Construction/ Port
WPUSA
San Jose
Founded 1995
Region
San Jose/ South Bay
Sector Temp clerical/hi tech
Partnership
Sector Joint Trust
Sector Labor Industry
Regional Labor Market
Regional Labor Community
Resources
Negotiated Joint Funds
Company Contributions
Union Contributions
Foundations
Fees For Service
Public Funds
Workforce Develop.
Economic Develop.
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Incumbent Workers
Displaced Workers
New Entrants
Youth

concepts and more. The Graphic Arts Institute of Northern California helps workers and employers navigate rapid technological change in their industry by training workers in the newest forms of technology and enabling firms to test new technologies that can help them modernize.

- **People Served.** In the process of building good jobs and career paths while helping employers compete, High road partnerships, this study found, also promote fairer access to economic opportunity for women, minority and immigrant workers. Thirteen of the partnerships serve incumbent workers, but 11 also assist new workers, nine serve youths and eight serve displaced workers. Graduates of the ESL classes offered by the E-Team Machinists Training Program, for example, are recruited into machinist training and placed in local manufacturing jobs that guarantee $10 an hour and a career ladder. Of the nearly 30,000 students served by the Consortium for Worker Education in 1997-1998, half were women, three-fourths were people of color and one-fourth had not completed high school. In its first seven years, the Culinary Union Training Center, a partnership of HERE Local 226 in Las Vegas and major hotels, trained more than 14,000 new workers for good jobs in hotels and restaurants, including thousands of immigrants from the Balkans and Asia, workers re-entering the paid workforce and minority workers.

Structure

This study found that high road partnerships tend to be, at least at their start, either **sectoral** (focusing on a particular industry) or **regional** (concerned with a geographic region as a whole). Over time, though, these distinctions fade, and each type of partnership begins to build relationships and conduct activities characteristic of the other type.

Unions and groups of employers within an industry make up the core of a sectoral partnership. By reaching across an entire industry within a region, sectoral partnerships can have far greater impact than any single union, employer or community group. Often they begin by offering skill development services, then grow to help employers modernize facilities and harness technology.

Sectoral partnerships generally are structured in one of two ways:

- Unions and a group of employers in an industry negotiate employer contributions to a labor-management partnership fund, which typically has an equal number of union and employer representatives on its governing board. Examples include the Southern Nevada Carpenters Journeymen and Apprentice Training Program, the Graphic Arts Institute of Northern California and the service-sector training and upgrading funds created by HERE Local 2 in San Francisco and Local 226 in Las Vegas.
- Unions and management within an industry form a coalition, such as the Labor- Management Council for Economic Renewal in Detroit, the Garment Industry Development Corporation in New York, the Wisconsin Regional Training Partnership and, in Massachusetts, the E-Team Machinists Training Program. Some of these labor-industry coalitions, lacking collectively bargained training funds, have tapped public school-to-work and welfare-to-work funds for training new and incumbent workers. Some have accessed public capital investment and financing programs to help them provide workplace modernization services. A number have formed nonprofit organizations and received foundation funding.

Regional partnerships, which operate across multiple industries, also can be grouped into two main types:

- Regional labor-community alliances, such as the South Bay (California)

Activity graphic

SECTORAL	REGIONAL
Broaden Worker Voice in Workplace Job Quality Job Training Design and Delivery *Worker-Centered Learning* Workplace Labor-Management Partnerships Workplace Safety and Health	**Broaden Worker/Community Voice** Coalition Building Public Standards *Environment* *Investment/Job Quality: wages, benefits, duration, stability, progression* *Wages: Living, minimum, Temporary Workers* *Employment and Training Services: Access, Availability* Representation on Boards: Workforce, Economic Development
Stabilize Firms and Jobs Industry/Sector Research Labor-Management Partnerships Marketing Modernization	**Stabilize Firms and Jobs** Economic Research/Regional Labor-Management Partnerships Marketing Modernization
Connecting Workers to Jobs Counseling Placement	**Connecting Workers to Jobs** Counseling Placement
Training Workers for Jobs ESL and Basic Skills Entry Level Technical/Occupational Job Upgrade	**Training Workers for Jobs** ESL and Basic Skills Entry Level Technical/Occupational Job Upgrade

Labor Council's Working Partnerships USA and the Worker Center in Seattle. Based within their local labor councils, both groups reached across their regional economy to connect union leaders, community leaders and local government to foster training, placement and economic development initiatives. Labor-community alliances often attract funding from public agencies and private foundations.

- Regional labor market organizations, including western Pennsylvania's Steel Valley Authority and the Consortium for Worker Education in New York City. Regional labor market organizations can work across the entire regional economy or within a broad sector, such as manufacturing. They draw funding from state and local government, as well as unions and employers. A public economic development agency sponsored by unions and community groups, the Steel Valley Authority receives state and local government funds to preserve good industrial jobs through modernization, helping employers access capital, training workers and supporting continuity of ownership for at-risk small and medium-sized manufacturers. The Consortium for Worker Education brings together 40 unions in a multisector training program that serves the public and private sectors.

The differences that distinguish sectoral from regional partnerships can be seen most at their outset with the focus of their activities (see graphic page 13). In general, sectoral partnerships most often begin with collectively bargained funds, a primary and initial linkage with unions and employers, setting standards and engaging in practices to broaden the worker's voice in the workplace, an industry/workplace focus to their research, and training and education for incumbent workers related to technical and occupational needs of members and employers.

While the types of activity in counseling, placement, training design and delivery and the kind of training offered by the two partnership models are similar the regional model begins with a community emphasis. In general, regional partnerships tend to start with public and foundations funds, an emphasis coalition building to broaden the worker/community voice on the economy through public standards and representation on boards, building linkages between unions and the community, and regional economic research.

The *High Road Partnership Report* study found that as sectoral and regional partnerships developed, their characteristics began to converge and more came to operate with unions and businesses partnering to develop deep connections with regional organizations and with state and local government. They moved toward becoming both sectoral and regional, with roots in the union movement, the community and employers.

Among what began as sectoral partnerships, the Southern Nevada Carpenters Journeymen and Apprentice Training Program and HERE's Culinary Union Training Center in Las Vegas, for example, have developed close ties with the Interfaith Council for Worker Justice, immigrant advocacy groups, Latino organizations, civil rights groups, women's organizations and welfare-to-work government agencies. Similarly, the Garment Industry Development Corporation crafted relationships with Chinese and Latino membership groups and the Wisconsin Regional Training Partnership connected with congregations and civil rights groups as part of the Milwaukee Jobs Initiative and the Campaign for a Sustainable Milwaukee. These partnerships have found that as they develop community ties, they attract greater interest from state and local government as well as foundations.

Regional partnerships, meanwhile, have built stronger ties to industries. The Worker Center in Seattle strengthened its connections with unions and employers in

the shipbuilding and construction industries to address industry development and worker training, recruitment and placement. Responding to social inequality within the wealth of Silicon Valley, Working Partnerships USA created a workplace modernization and work redesign program that led to an innovative system for training and placing temporary office workers.

Funding Sources

The partnerships studied for this report draw on a wide range of private and public funding, as shown in Matrix 2 on page 16.

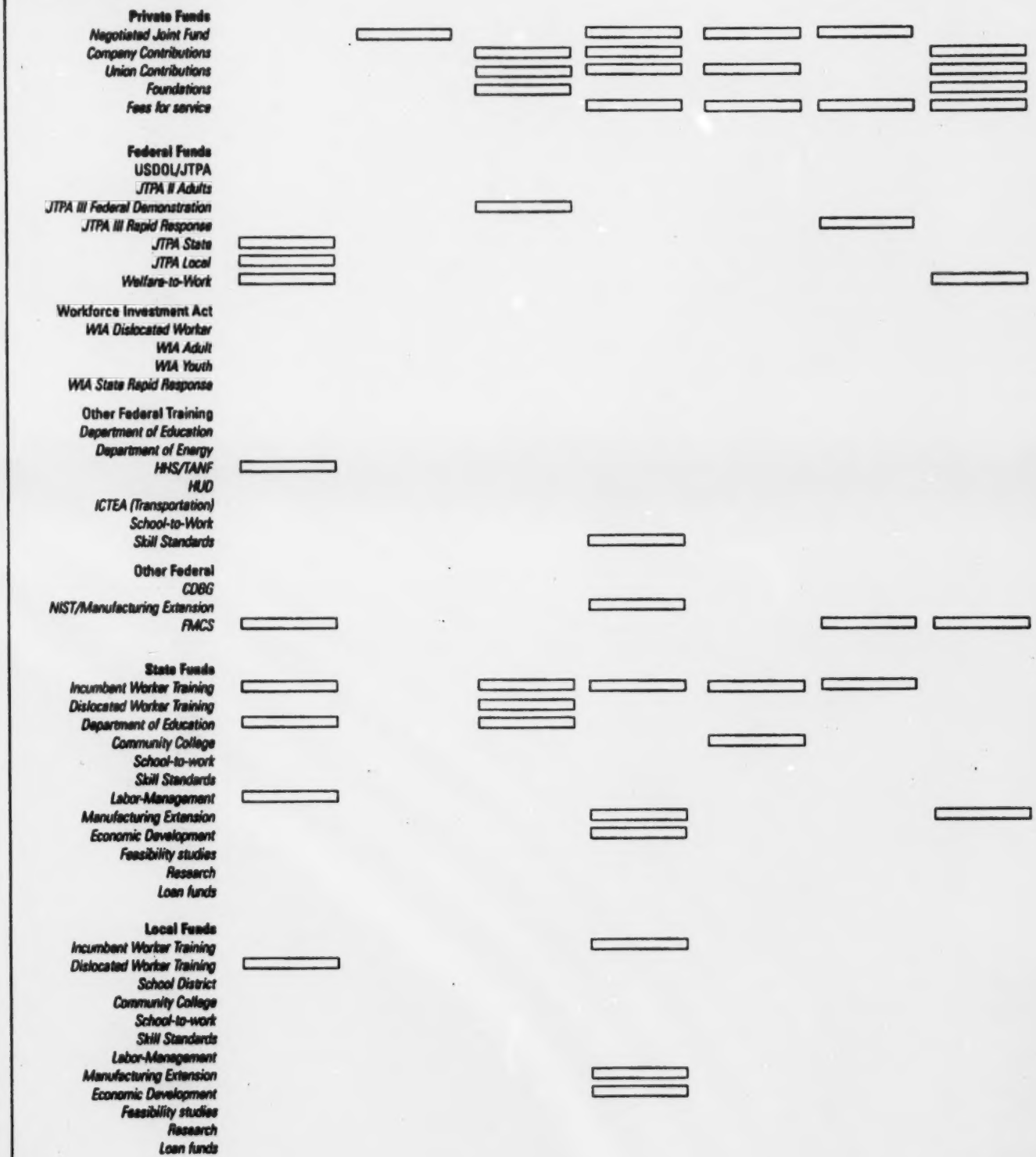
- Eight utilize union-management negotiated joint funds. The Southern Nevada Carpenters Journeymen and Apprentice Training Program, for example, is a traditional construction sector, labor-management training program that has addressed a rapidly changing workforce in the country's fastest-growing city. The 1,300 carpenters and apprentices enrolled in training programs in 1998 approximately doubled the level trained three years earlier. The San Francisco Hotels Partnership brought together two of the Bay Area's most dynamic forces: the hospitality industry—San Francisco's largest private-sector employer—and the multi-ethnic HERE Local 2 to form problem-solving teams that improved operations and working conditions.
- Seven partnerships have obtained support from private foundations. The Wisconsin Regional Training Partnership, for example, benefitted from an Annie E. Casey Foundation initiative to link central city residents to family-supporting jobs. Working Partnerships USA received funding from the Charles Stewart Mott Foundation, the Rosenberg Foundation and several others to establish its temporary worker project. And the E-Team Machinist Training Program received funding from the Discount Foundation through its community partner, the Essex County Community Organization.
- Six partnerships, including the Wisconsin Regional Training Partnership and the Consortium for Worker Education, used U.S. Department of Labor and Health and Human Services welfare-to-work funding.
- Nine collect fees for services provided. The Graphic Arts Institute of Northern California, for example, uses tuition and fees from nonunion participants to lower costs for training union members.
- Nine partnerships use state or local funds for incumbent worker training, and six use state funds for "manufacturing extension" (publicly supported modernization services for manufacturers) programs. The Wisconsin regional training Partnership has two full-time labor-management specialists on staff extending technical assistance to companies.
- Six partnerships receive funding through community colleges and three get funding through state education departments.

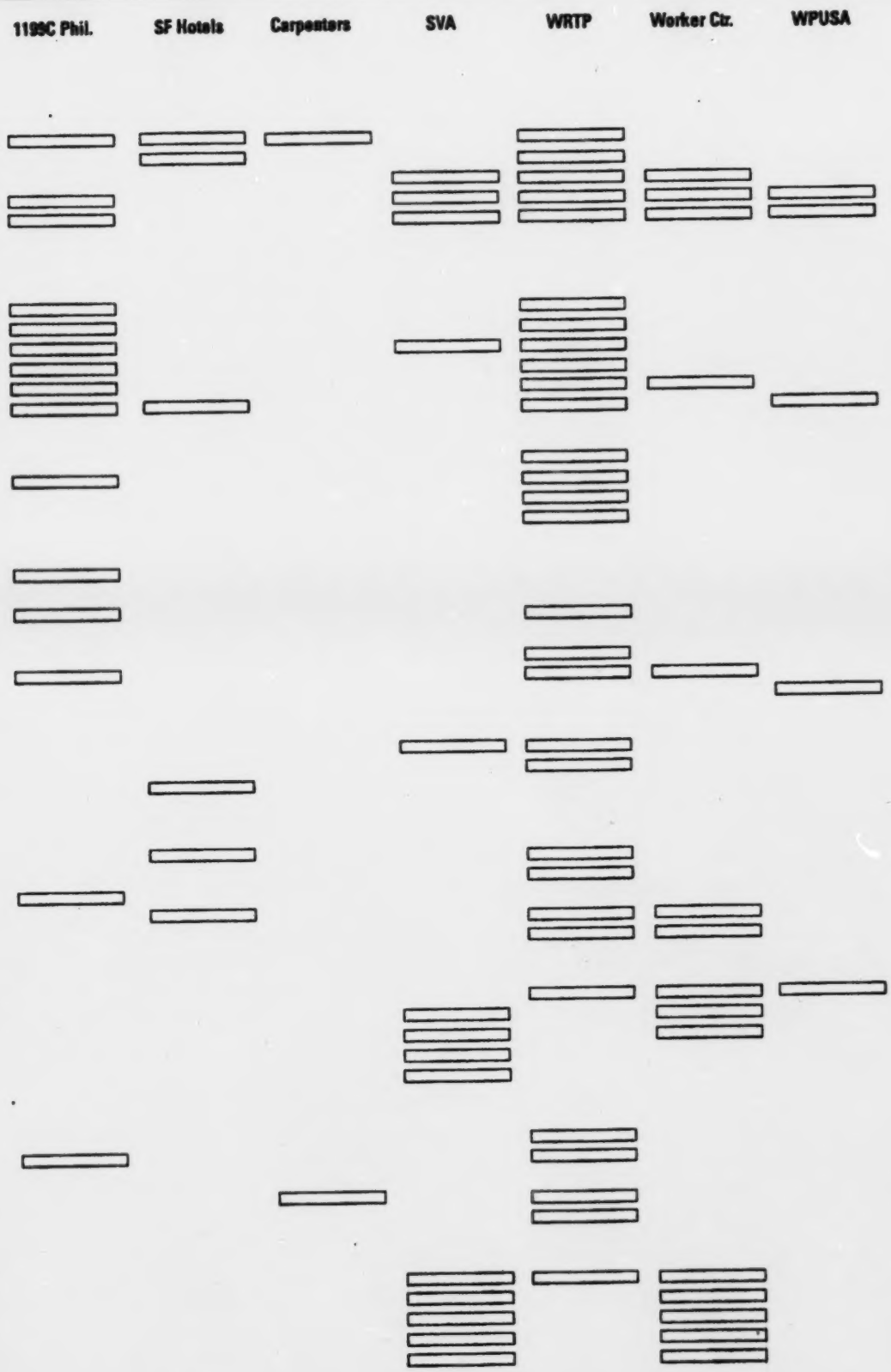
The Wisconsin Regional Training Partnership has drawn from the widest variety of funding, reflecting its very broad base of activities. Of 49 potential funding sources identified in this report, the Wisconsin partnership has obtained funding from 30, including local school-to-work and manufacturing extension money, federal Workforce Investment Act and transportation funds and contributions from corporations, unions and foundations.

The evolution of sectoral and regional partnerships also show that the ones functioning at a variety of levels, achieving scale, scope and depth have a greater variety of concrete results to show. The Aspen Institute Sectoral Employment Development Learning Project study of GIDC highlights both training and placement outcomes alongside $35 million in new business for the industry through their market expansion efforts. WRTP can identify everything for lower turnover rates for employers, placement rates and above

Matrix 2

Sources of Partnership Funding




1199C Phil.
SF Hotels
Carpenters
SVA
WRTP
Worker Ctr.
WPUSA
Private Funds
Negotiated Joint Fund
Company Contributions
Union Contributions
Foundations
Fees for service
Federal Funds
USDOL/JTPA
JTPA II Adults
JTPA III Federal Demonstration
JTPA III Rapid Response
JTPA State
JTPA Local
Welfare-to-Work
Workforce Investment Act
WIA Dislocated Worker
WIA Adult
WIA Youth
WIA State Rapid Response
Other Federal Training
Department of Education
Department of Energy
HHS/TANF
HUD
ICTEA (Transportation)
School-to-Work
Skill Standards
Other Federal
CDBG
NIST/Manufacturing Extension
FMCS
State Funds
Incumbent Worker Training
Dislocated Worker Training
Department of Education
Community College
School-to-work
Skill Standards
Labor-Management
Manufacturing Extension
Economic Development
Feasibility studies
Research
Loan funds
Local Funds
Incumbent Worker Training
Dislocated Worker Training
School District
Community College
School-to-work
Skill Standards
Labor-Management
Manufacturing Extension
Economic Development
Feasibility studies
Research
Loan funds

average wages for new entrants to a $21 million increase in private sector investment in worker training. To be able to focus on a sector and to have the ability to engage on multiple level with firms in the sector leads to good results.

Preliminary Results

Preliminary results reported by the partnerships (see Appendix) are encouraging. Although some are young enough to be able to report only on numbers served, rather than long-term results of services, examples such as these indicate that support and expansion of partnership activity is warranted. Also needed is continued study of the evolution of existing partnerships and the development of new ones.

- At the Culinary Union Training Center in Las Vegas, which began in 1989, more than 2,500 workers a year were completing the program by 1997. The center says its placement rates and wages paid to graduates are higher than those of other private social service and training organizations, and costs to taxpayers and clients lower.
- By 1999, more than 7,000 workers had gone through the Hospital League's job-to-job training. More than 1,100 workers were placed in new jobs.
- More than 1,000 labor and management representatives from 70 worksites and 25 local unions have attended Labor-Management Council for Economic Renewal programs.
- The Garment Industry Development Corp. has trained thousands of workers, generated more than $35 million in new sales and opened new international markets for employers.
- In Milwaukee, more than 400 central city residents have been placed in industrial jobs since the summer of 1997. Their average starting wage, according to the Wisconsin Regional Training Partnership, has exceeded $10 an hour, plus health care, pension, tuition reimbursement and other benefits. Almost 70 percent have retained their employment. Successful participants have increased their average annual earnings from $9,000 to $23,000 in their first year on the job.
- The Wisconsin Regional Training Partnership's co-presidents, representing business and labor, headed a state Task Force on the Future of Technical Education and Training that prompted a $20 million training fund in the state's biennial budget to help low-income workers achieve upward mobility, a $13 million scholarship fund to help youths attend local technical colleges and a $7 million expansion of school-to-work programs for disadvantaged students. Workplace activity has resulted in $21 million in private investments in training.
- The Steel Valley Authority's Early Warning Network's job retention efforts have been widely recognized, noted in the Center for Community Change's June 1998 report, "Saving and Creating New Jobs," and cited as a model by the U.S. Department of Labor. Over the past decade, the Steel Valley Authority has saved more than 7,500 jobs.
- For Fiscal Year 1997-1998, the Consortium for Worker Education served nearly 30,000 students, of whom half were women, three-fourths were people of color and one-fourth had not completed high school.
- The Worker Center, AFL-CIO, rapid response program served 61 employers and more than 7,000 displaced workers in 1999.
- Working Partnerships USA has recruited 400 participants in its new temporary staffing service and negotiated an affordable, portable health benefit plan with Kaiser Permanente. All job placements have been made at $10 per hour or more. The partnership also has launched a code of conduct campaign to restructure the nature of temporary hiring services in Silicon Valley.

CHALLENGES AND ACTION STEPS

Through interviews and subsequent meetings with partnership leaders and staff members to review initial findings of this report, the Working for America Institute identified a number of organizational challenges and needs facing high road partnerships—as well as the assistance partnerships need to be most effective.

In the broadest terms, partnerships and potential partnerships face challenges from successfully convening partnerships and building leadership to identifying problems and strategies to address them and finally implementing programs and building effective high road organizations.

The high road partnerships studied identified the need for technical assistance and other action that would draw on their own evolving expertise as well as that of the Working for America Institute. The Institute was seen as able to play the role of a catalyst, with expertise to encourage and aid new partnerships, as well as an organizational resource for information and the linchpin of a partnerships learning network. Types of technical assistance called for include cross-region coordination and shared learning opportunities, workforce development with a focus on community linkages, strategic planning for consortium development, research for business and sector development and institution-building such as staff and leadership development.

The following list provides a more detailed look at the partnerships' challenges and technical assistance needs, identifying steps the Working for America Institute will take.

Strategic Planning and Strategic Research

To develop and grow, organizations should be built on sound strategic planning and research. All 14 partnerships studied have used these important tools to make decisions, build alliances, raise public awareness and build their organizations.

Strategic planning is a group process that requires a range of skills: facilitation, communication, problem solving and more. When partners plan together, as did the E-Team union and community partners, they reach new understandings, overcome barriers, set common goals and create opportunities for future ventures.

Strategic research provides a foundation of facts to assist people engaged in strategic planning with decision-making. As demonstrated by Working Partnerships USA's series of reports on the economy of the Silicon Valley, strategic research also can be used very effectively to raise public awareness and credibility. The Worker Center, AFL-CIO, has used strategic planning and research to build a series of labor-community coalitions in the Puget Sound area. The Wisconsin Regional Training Partnership and the Labor-Management Council for Economic Renewal have based their work and outreach efforts on strategic industry and sector research. The Hospital League and the Philadelphia Hospital and Health Care–District 1199C Training and Upgrading Fund use industry trends and job skill research to design effective training.

Unions, employers and academic and government partners should be tapped to help partnerships obtain:

- Strategic planning expertise, with access

to outside experts and skill development in planning process and tools.
- Basic demographic and economic information covering a region's industry base, the size of individual firms, current wage levels and labor market make-up, levels of contingent work, local poverty rates, worker skills and assets and information about community organizations.
- Basic information about the structure of economic and regional development and business development programs, including employee ownership and finance, Small Business Administration programs and regional planning bodies.
- Effective linkages and common planning processes with community and business partners and with local think tanks, colleges and universities.
- Help with planning across an entire business sector or geographic area.
- Analyses of how employers compete within industries and geographic areas.
- Industry information that includes company strategies, ownership, production process changes, new technology, skill and job classification changes—and how these factors compare with those in other sectors and geographic areas.
- An understanding of workplace issues, including emerging technologies, skill requirements, changes in production processes and work structure and opportunities for labor participation in defining jobs.

Working for America Action Steps: The Working for America Institute, which has knowledge and experience with strategic planning and research tools and in establishing regional consortia, will provide:
- Direct assistance, where feasible, through its field staff to labor organizations working to establish new partnerships and build existing partnerships.
- Training on strategic planning and research through national and regional conferences.
- Tools such as the Institute's economic development guide and regional economic analysis training material to aid unions and communities in developing high road partnerships.
- Links between existing partnerships and emerging ones in similar sectors.
- Links between international unions and other potential industry and sector resources.
- Models and best practice examples in planning and research.

Building an Organization

Like any nascent organization, a beginning partnership must identify a structure that works, and craft systems for governance, program operations and development of leadership, staff and programs. Supportive institutions and organizations can boost a partnership's chances for success by helping it to:
- Understand the opportunities and challenges inherent in different types of structures, costs of incorporation, the impact of different governance structures and similar matters.
- Acquire management skills and technical accountability skills in areas such as fiscal administration—including specific requirements for administering public funds.
- Provide staff development that enables employees to learn and grow along with programs. Staff development and workplace culture are considered key ingredients of success by SEIU 1199 Employment, Training and Job Security Program, for example.

Working for America Action Steps: The Institute has a strong foundation in fiscal administration services and training to build upon in support of partnerships. In addition, close ties with the National Labor College provide a venue and expertise for leadership and staff development programs. The Institute will:
- Provide educational materials and training through conferences and meetings on developing effective institutions,

including choosing nonprofit corporate structures, cost of incorporation and the impact of governance structures.
- Offer training and consultation on fiscal administration, especially for public funds.
- Information and expertise on organizational management systems from hiring to program operations.
- Establish a collaborative effort between the partnership network and the National Labor College for leadership and staff development programs.

Funding Sources

Key to the success of partnerships are sources of stable, long-term funding. The high road partnerships studied for this report drew on collectively bargained funds as well as public and foundation contributions. To survive and to thrive, partnerships, with the help of unions, foundations and academic institutions, should:

- Carefully identify all potential funding sources cited in the matrix on page 16, and work to develop the skills needed to apply for and continue receiving support from the appropriate sources.
- Look beyond traditional funding sources and use the leverage of their partnerships to seek innovative support. The Graphic Arts Institute and the Garment Industry Development Corp., for example, obtained costly state-of-the-art equipment for training use at no cost from industry manufacturers.
- Call on universities and research institutes for expertise that can support programs, as have partnerships in Michigan, Wisconsin and California. Such arrangements are beneficial to the universities as well as the partnerships because they enable graduate students to fulfill academic requirements.

Working for America Action Steps: The Working for America Institute has experience with and has access to a broad base of knowledge of public funding sources, and also has institutional ties to labor organizations. The Institute will encourage partnerships by providing:

- Public funding information on a timely basis.
- Information and training on fund-raising and grant writing.
- A library of successful grant proposals and a network of writers.
- A database of contact language for collectively bargained resources in support of training and education.

Communication and Sharing Knowledge

The partnerships studied identified the need for peer-to-peer, organization-to-organization learning exchanges ranging from strategic planning and research to curriculum development and program administration. Although they are powerful institutional players within their sectors and regions, high road partnerships can learn much from one another but have few opportunities for direct contact. In fact, most of the partners brought together by this study had never met before—a fact leading the Working for America Institute to establish a much-needed network of partnerships. The core of the network activity identified by the partnerships includes:

- Creating and expanding learning exchanges to allow existing and newly forming partnerships to share information and ideas; establishing mentoring relationships.
- Organizing cluster groups or academies to bring people together from across the regions for formal training, peer-to-peer learning and joint planning.
- Developing World Wide Web or Internet-based systems to enable the partnerships to communicate in virtual settings and share best practices, alerts on funding , program material, curricula and similar material.

Working for America Action Steps: The Institute will continue working to establish

a high road network utilizing the best ideas and most appropriate technology available to build an information repository and learning exchange system. Steps will include:

- Establishing a website targeted to high road activity, with links to useful information and a means for organizations to communicate with each other through the site.
- Developing an information repository to include best practice details on a wide variety of program areas, alerts on funding, program material, curricula and more.
- Using the Institute's *Journal* and national conference to inform, educate and promote the shared learning network.
- Organizing cluster groups for targeted formal training.

Building and Strengthening Coalitions

As the partnerships studied demonstrate, reaching for greater effectiveness generally means growing beyond a partnership's starting point—broadening the coalition and building links to additional community, business and union partners, to government and educational institutions and to new funding sources. The experience of the Southern Nevada Carpenters Journeymen and Apprentice Training Program and the Culinary Union Training Center in reaching out to the religious and Latino communities in Las Vegas is a good example.

The growth and adaptability of programs such as New York's Consortium for Worker Education is based upon its ability to work across unions, with community organizations and within the political and governmental infrastructure.

New and existing partnerships can learn from other partnerships' organizational, community and political savvy. Lessons and tools available from the past experience of others include:

- The building blocks and steps involved in building coalitions with community organizations, employers and government.
- Sources of public resources—including universities for research assistance—for economic development, employment services, job training, job creation, investments, research and more.
- Best practices in serving displaced workers, assisting youths and new workforce entrants and meeting employers' needs for skills and training.
- Best practices in connecting workers, unions and community organizations with real employment opportunities.

Working for America Action Steps: The Institute will:

- Share information and materials and directly assist labor organizations, where possible, in the process and practices of coalition building and opportunities for developing high road relationships with community colleges and universities.
- Work with community based organizations on a national basis to encourage, support, learn from and build linkages with local organizations that are developing job strategies.
- Develop and disseminate timely information on new opportunities under the Workforce Investment Act, as a means of linking with community partners
- Provide information on other potential public resources, such as other grant opportunities through the U.S. Department of Labor, the Economic Development Administration and the departments of Commerce, Education, Energy, Housing and Urban Development and Health and Human Services.
- Share best practice information on worker-centered learning, workplace literacy, peer advocacy and incumbent worker training.

Ongoing Research

During the partnership discussions, the need became clear for continuing research into existing high road organizations and new ones as they are established. To attract funding and encourage others to

develop partnerships, continuing research is needed on what works, what does not and what is useful to know in measuring the difference. Three areas of needed research are:

- Criteria or benchmarks that organizations may use for evaluation purposes.
- Current information on high road economic development practices and policies from across the country.
- Identification and exploration of the evolution of additional high road partnerships.

Working for America Action Steps: The Institute will work with the developing partnership network to establish benchmark criteria and useful evaluation tools. The Institute also will build upon its existing knowledge base and links with other economic development organizations to provide current best practice information.

CONCLUSION

Working families today live in an economy that values education, high skills and family self-sufficiency, yet doesn't provide adequate tools for many workers to gain high skills and doesn't create and retain sufficient quality jobs that sustain families. Employers operate in an economy that rewards competitors for low road behavior, such as moving operations to low-wage countries with few if any protections for workers and the environment.

Through high road partnerships, such as those studied for this report, unions, employers, communities and government are working together to create and retain good jobs, to enable employers to compete based on innovation and value and to build strong communities with working-family-friendly economic development.

By combining the key players in sectoral and regional economies, high road partnerships have the potential to achieve far more change than any individual union, firm, community group or government agency could.

APPENDIX

High Road Partnerships Case Studies

CONSORTIUM FOR WORKER EDUCATION

The Consortium for Worker Education (CWE) is a multi-union, collaborative, not-for profit organization dedicated to union- and worker-focused education, training and re-employment services.

History

In 1985, several New York City labor unions pooled their resources and ideas, and established the CWE. Today, CWE has grown to more than 40 unions, representing 800,000 members. CWE's mission is to provide education and training programs that offer workers the knowledge and skills they need to build careers in the rapidly changing world of industry. These programs have already trained thousands of union members to move toward upgraded jobs as mechanics, nursing assistants, health care technicians, engineers and day care workers. All CWE classes and services are offered free of charge, with funds provided through city, state and federal agencies. CWE is the largest program of its kind offering training to union members and re-employment services to dislocated and disadvantaged workers throughout New York City.

Goals

- To establish a worker training center that enables labor organizations to share their resources, ideas, and experience;
- To provide services and support that encourage union cooperation and attract resources, while assuring each participating union's autonomy;
- To design and provide schooling, training, and re-employment services for New York City workers;
- To establish education and training programs that offer workers the knowledge and skills they need to build careers in the rapidly changing world of industry;
- To maintain a union-worker focus in all programming;
- To work with labor, government, community organizations and employers to create good jobs.

Activities

CWE offers an expanding array of programs and services. The scale of activity can be seen in its staff of 330 full-time staff and another 250 part-time teachers.

The broad scope of its programming originally began with worker education and training. Today, these efforts extend to re-employment and economic development.

- Worker Education Programs include basic education, GED, English as a Second Language (ESL) courses, skill-based training, health care certifications and college degrees.
- Through its Worker Career Centers in all five boroughs, CWE currently runs New York City's one-stop services for dislocated workers.
- CWE operates Professional Re-Education and Outplacement Services (PROS) for professional workers in Manhattan.
- Welfare-to-work: CWE operates Parent Resource Centers in neighborhood schools. Services include GED, ESL courses, and computer and life skills classes. CWE is developing a satellite childcare system in a five-state area whereby home day care providers will earn a decent income and become union members.
- CWE is exploring economic development services for the Chelsea neighborhood on Manhattan's West Side. Offerings may include employer services, such as staff skills upgrading, real estate assistance, access to capital, and re-staffing and employment services.

Results

- CWE served nearly 30,000 students in 1997-1998, of whom half were women, three-fourths were people of color, and one in four had not completed high school.
- CWE provided dislocation assistance to over 12,000 workers in 1997.
- Funders recognize the quality of CWE worker-focused programs. Funding has grown to $50 million per year.
- CWE participates in a growing partnership with the New York Central Labor Council.

CULINARY UNION TRAINING CENTER

The Culinary Union Training Center (CUTC) is a single-union, multi-employer, labor-management partnership that covers nearly 50,000 unionized workers in Las Vegas, the fastest growing city in the United States.

History

Over the past decade, Las Vegas has emerged as the fastest growing service and tourism center in the United States. Recognizing the rapid expansion of the industry, rising consumer expectations for quality, and an increasing demand for trained workers, the Las Vegas Culinary Workers Local 226 of the Hotel Employees and Restaurant Employees (HERE) negotiated the creation of a jointly trusted training fund and center in its 1989 contract. By 1993, the partnership opened its own facility, the Culinary Union Training Center (CUTC), which provides pre-employment training for hourly workers entering the hotel industry as well as upgrade training for current union members. The CUTC is the main route by which employers find "work ready" employees. It also is the vehicle through which entry level workers and immigrants begin to acquire skills needed to move up in the fast-paced hospitality industries and acquire a practical appreciation of union-provided benefits, such as training. The CUTC is the largest provider of occupational training in Nevada.

Goals

- To provide pre-employment training for new workforce entrants;
- To provide upgrade training for incumbent workers;
- To be recognized as a resource by employers for trained, skilled, and work-ready employees;
- For the Culinary Union to be recognized for its leading role in providing industry with needed, worker-focused skill development and employment opportunities for workers.

Activities

From 1992 through early 1999, the Las Vegas hotel and restaurant industry generated 25,000 new union jobs. The Center opened its doors in 1993. By 1999, it had trained more than 13,000 workers for the industry. With two sites and twelve instructors:

- Training is provided for nine classifications of food service/restaurant workers and seven classifications of non-restaurant hotel workers.
- Training for new entrants and those returning to work after a prolonged period may include life skill training, as well as occupational skill training. English as a Second Language (ESL) and GED classes are also provided.
- Classes, taught by experienced workers, are offered in three shifts throughout the day to accommodate the schedules of trainees. They typically run two to four weeks in length, five hours per day, five days a week.
- Employers are surveyed regarding future hiring needs to shape the Center's training goals and course offerings.

Results

- By1997, over 2,500 workers per year were graduating from the CUTC. In 1999 the program surpassed 13,000 graduates since its inception.
- Sixty-nine percent of Center graduates land jobs with HERE-represented employers. Their turnover rate is half that of other new hires.
- By 1999, funding had grown to nearly $1.33 million. The Labor-Management partners are moving ahead on a major expansion of their partnership activity.
- The Center boasts the highest placement rates and wages at the lowest cost to students and taxpayers, as compared to private social service and not-for profit training organization agencies. It is the largest training provider for clients of the Nevada Department of Human Services.
- The Center is recognized as the only training provider that will accept every person referred to it, regardless of learning or social disabilities.
- The Center works regularly with community service organizations and religion-based coalitions.
- CUTC plays a critical role in the ability of HERE and its signatory hotels to grow in stride with the breakneck expansion of the Las Vegas hospitality industry.

E-TEAM MACHINIST TRAINING PROGRAM

The E-Team Machinist Training Program is a young partnership through which a union and a community organization join forces to retain and expand good jobs in their community. It exemplifies the start-up of a small, tightly-focused new partnership in a smaller geographic area.

History

Until recently, people grew up in the working-class Boston suburb of Lynn, Massachusetts expecting to work at the local General Electric (GE) plant like their parents did. As GE and other manufacturers in the area reduced their workforces over the last decade, firms eliminated most internal training programs. Workers worried that their children might never work at GE, and also that they themselves might lose their jobs and not have the skills needed to get another job as good. At the same time, the Essex County Community organization (ECCO), an Industrial Areas Foundation model community organization, found that its members were concerned about the lack of good jobs, and began to address both unemployment and underemployment.

In response to worker and community concerns, members of ECCO, and of International Union of Electrical Workers (IUE) Local 201, to which most GE employees belong, reached out to each other and formed the E-Team, a training program designed to respond to unemployment and underemployment. Lynn is the home to both ECCO's leading parish and the IUE Local 201.

Goals

- To create and retain good jobs and a stronger economic base for the community;
- To establish standards that assure high-quality, worker-focused training delivered by experienced instructors;
- To maintain wage and benefit standards and opportunity for trainees;
- To meet employer needs for new workers and new skills in the existing workforce.

Activity

The E-Team Machinist Training Program offers entry-level training and placement, including some basic skills remediation, for machinists. This is a small training program without an institutional home. Training occurs in multiple locations, including a local vocational school's machine shop. The community college provides screening and basic skills training.

- To increase opportunities in immigrant community the union helped sponsor English as a Second Language (ESL) classes. The ESL program serves as a feeder program. Upon graduation, ESL participants are recruited into the machinist training.

Results

- Standards for training were raised because of union experience and knowledge that improved trainee employment opportunities. Of the first 32 graduates, three continued in school and 25 were placed or promoted in their existing jobs.
- Community partners at the insistence of the union came to accept higher wage and benefit expectations for graduates. Graduates received better job offers.
- Unions have contributed leadership and experience to the design and delivery of the curriculum. They have also played a significant role in recruitment, accounting for a third of all of the people entering training.
- The visible leadership of the religious communities helped to keep the coalition intact, and opened the door for broader activity with the union. Discussions of a broader coalition effort are underway.
- Increased participation by the immigrant community through the union-promoted ESL program and recruitment of graduates for machinist training.

GARMENT INDUSTRY DEVELOPMENT CORPORATION

The Garment Industry Development Corporation (GIDC) is a single-union, multi-firm, labor-management partnership that covers hundreds of New York area employers and more than 30,000 union members.

History

Since World War II, New York City's once-dominant apparel manufacturing sector has fallen on increasingly difficult times, due to high real estate prices, overseas competitors and loss of domestic market share. Yet remains as an important industry to the city, employing large numbers of workers in many small and mid-size firms. In the early 1980s, the International Ladies Garment Workers Union (today known as UNITE) began advocating for a coordinated response to the problems the members and industry faced. In 1984, a labor-management-government non-profit consortium was incorporated as GIDC, which focused its union-driven, labor-management efforts on broad industry needs, as well as the needs of specific workers and firms in the region. Time and experience drove the 1994 addition of new services, such as technology transfer and export promotion. Today, GIDC offers a comprehensive array of support services for workers and the workplace, and has helped retain union jobs and the industry in New York.

Goals

- To establish a collaborative labor-management industry-based partnership;
- To stabilize the New York garment industry and improve its competitiveness;
- To retain and expand job opportunities for union members;
- To improve wages, benefits and working conditions;
- To provide the training, marketing and modernization infrastructure required for advanced production in apparel.

Activities

GIDC targets both small and mid-size firms and workers in a large, multi-ethnic workforce. Supports include real estate assistance, domestic and international marketing services, productivity improvement programs and training/education to upgrade the skills of both management and labor. Training and modernization frequently are programs developed and delivered by former garment industry workers.

- The Super Sewers Program, taught in Chinese dialects and Spanish, increases opportunities, enhances worker skills and provides improved knowledge of safe and fair working conditions.
- Job Net connects industry workers and firms, serving more than 800 job seekers a year.
- Apparel Skills Training provides vocational training in specialized skills for both labor and management for more than 400 students annually.
- The Technology and Training Extension Service features bilingual staff available on-site.
- Domestic and International Marketing connects specific contractors and buyers in the United States and abroad, and provides marketing assistance.
- The Fashion Industry Modernization Center showcases the latest industry technology and provides training.

Results

- GIDC brought together a critical series of partners to support and promote the New York fashion industry. The partnership established an industry and worker-centered comprehensive approach to job creation and retention in the garment industry.
- GIDC business development programs have generated more than $35 million in new sales, and opened new international markets.
- Since 1994, modernization services have been provided for scores of firms. On average, 15 firms a year are engaged in consultation services.
- The partnership has provided training to thousands of workers. In 1997,more than 1,400 workers obtained training and Job Net services.
- Training programs have led to skill diversification, new career paths and opportunities, awareness of safe and fair working conditions, increased worker self-esteem and an introduction to learning.
- GIDC has generated a wide range of public and private support that generates an annual budget in excess of $1.2 million.

GRAPHIC ARTS INSTITUTE OF NORTHERN CALIFORNIA

The Graphic Arts Institute (GAI) represents a smaller, single-union, multi-firm, labor-management partnership in an industry challenged by rapid and radical technological change.

History

The GAI in San Francisco was founded in 1968 after the Graphic Communications International Union (GCIU) negotiated a national agreement for a joint training trust. At that time, there were no formal apprenticeships. Most training was on-the-job, and both unions and employer groups were eager to improve their training. The mid-1970s saw the regional centers developed with negotiated funds. The centers became a place for retraining and journeymen upgrade. In the 1980s, as the industry entered a technological revolution, the master and industry pattern agreements fell by the wayside.

By the 1990s, the union-employer training centers across the country were struggling to keep up with expensive new technologies and to counter member resistance to technological change, and faced declining financial contributions by employers. The GAI in San Francisco has emerged as one of the nation's most effective union-industry training institutes, focusing on computer-based graphics technologies. The GAI has survived by expanding its partnership base in the industry, with equipment vendors, public schools and community colleges that use the programs to keep their own graphics instructors up-to-date.

Goals

- To find technology that benefits the industry;
- To provide union members with journeyman and upgrade training on current industry technology;
- To establish working relationships with key software and hardware producers and with the companies producing key production technologies and systems.

Activities

The GAI has developed an active relationship with equipment vendors and software firms, allowing it to provide a variety of training and services. Cutting edge technology placed in the GAI enables vendors to showcase equipment and software, and allows firms to test it. As a result, union members and others entering training have the advantage of working with the newest technology. Course offerings are frequent and flexible.

- Learning laboratories are equipped with leading edge hardware and software for use in classes in graphic design, printing technologies and website creation.
- Ten-week courses meet once a week.
- The GAI offers a wide variety of two-day intensive workshops.
- Course and workshop offerings cover computers, printing technology, graphic design, print production, desktop publishing and other multimedia technology.

Results

- Throughout the 1990s, the GAI has become the leading training provider in the San Francisco region for professionals in advertising, printing and graphic design who seek proficiency in key technologies, such as desktop publishing and commercial computer graphics.
- In 1998-1999 GAI provided more than 1,400 training seats a year.
- Local colleges use GAI to keep their instructors current. In turn, the community college instructors inform their students about the GAI and its benefits.
- The GAI has been able to leverage free technology, equipment and outside tuition to allow GCIU members training dollars to go farther in providing up-to-date training.

HOSPITAL LEAGUE-SEIU 1199 EMPLOYMENT, TRAINING AND JOB SECURITY PROGRAM

The Hospital League-SEIU 1199 Employment, Training and Job Security Program (ETJSP) is one of the largest and oldest sector-based labor-management partnerships in the nation, covering more than 300 employers and 85,000 health care workers in the New York City region.

History

The Employment, Training and Job Security Program traces its origins back 30 years. During that period, the National Health and Human Service Employees Union, SEIU 1199 in New York City, negotiated the creation of three interlocking funds with the Hospital League of New York, an association of 50 private non-profit hospitals, nursing homes, mental and health care facilities. The joint Training and Upgrading Fund was formally created in 1969 to upgrade the skills of health care workers. The Job Security Fund began in 1992 to assist laid-off members with training and placement services, as well as health and unemployment benefits. The Planning and Placement Fund was negotiated in 1994 to create the Employment Center. The center serves as a primary source of referrals for employers and placements for workers and has a research component to track industry trends so fund participants can be well prepared. These union-driven programs currently serve more than 300 employers and 85,000 New York area health care workers. The union is seeking to extend these benefits to additional members through collective bargaining

Goals

- Prepare laid-off union members so that they can return to the industry;
- Recruit qualified applicants for all bargaining unit positions through a centralized service;
- Provide effective and supportive counseling, education, training and financial programs that are customized to the needs of members and contributing employers;
- Strengthen the relationship of members to the union and the institutions that employ them;
- Identify changing employment and work requirements in the industry.

Activities

A 1998 merger with Local 144 incorporated similar RN programs into the ETJSP. Today the ETJSP offers a full range of services:

- Training and Upgrading participants can acquire skills, ranging from basic literacy and GED to college degrees. They can acquire specialized occupational skills, earn certifications, attend conferences, obtain continuing education credits, take classes or receive tuition reimbursement.
- The Job Security Fund offers counseling, skill assessment, training, placement and up to two years of health and supplemental unemployment benefits while in training or awaiting placement.
- The Planning and Placement Fund helps place individuals in industry jobs. It also tracks industry trends, technology and job skill changes to assist members, employers and the ETJSP.
- A Labor-Management Project facilitates joint activity to improve operations, patient care and employee job satisfaction.Results

Results

- With ETJSP generating more than $20 million annually by 1999, the partnership is recognized as one of the largest health care staff training institutions in the nation. Additional public investments total in the tens of millions.
- During the years 1996-1998, the programs (other than the Job-to-Job Program participation) grew. One year more than 17,000 workers were served.
- Major industry layoffs in the 1996-99 were averted by the job-to-job training program. By early 1999 more than 7,000 workers had been trained. Ninty-eight percent of the 1199 participants completed training and 95% of those were placed in new jobs.
- The Employment Center in 1999 had more than 150 employers participating in a placements system for laid-off 1199 members and other workers referred by the center. More than 1,100 workers were placed in new jobs through the Job Security Fund.
- Employers gained more highly skilled workers in each occupation, reduced turnover and reduced costs for recruiting and training new hires.
- Union members benefited from increasing skill levels and earning power and from access to job ladders that are built on skill progressions at all levels.
- The union gained by providing an enhanced range of services to its membership and delivering highly skilled workers to their signatory employers.

LABOR-MANAGEMENT COUNCIL FOR ECONOMIC RENEWAL

The Labor-Management Council for Economic Renewal (LMCER) is a sector-focused, multi-union, labor-management partnership made up of small and mid-sized firms in southeastern Michigan.

History

LMCER was launched in the late 1980s by UAW leaders in Region 1A out of concern for the growing wage and performance gaps separating Independent Part Suppliers (IPS) from the Big Three automakers. UAW leaders wanted to develop a strategy for their members' firms in the sector. Staff in the Michigan Governor's Labor-Management Partnership Project alerted the region about grants to promote inter-firm networking. Working with area labor educators and research institutions and the state, LMCER was founded in 1990 by UAW Region 1A. It now operates as an independent, nonprofit corporation, with a board including labor, management and public-sector representatives. LMCER has worked to support the economic and workforce development needs of small supplier companies and their unions in Southeast Michigan's auto industry. As an innovative, union-driven labor-management partnership, the LMCER helps small companies respond to changing competitive pressures, and brings labor and management together to solve critical problems, improve competitiveness and enhance job security and quality of life for all employees.

Goals

- To increase commitment of UAW resources and capacity to IPS;
- To address wage and performance gaps that separated IPS from the Big Three by promoting high performance strategies;
- To leverage good IPS behavior by shifting Big Three contracts to good IPS firms;
- To secure economies of scale for union IPS producers;
- To improve labor-management relationships;
- To improve job security for workers and competitiveness of firms.

Activities

LMCER promotes inter-firm cooperation and constructive labor-management relations and helps provide employees with a meaningful voice in the decisions that affect their lives. The council has developed advanced programs for leadership development and labor-management partnership in small companies. It also provides networking opportunities in task forces, focus groups and membership meetings; low-cost on-site consulting and training; magnet training programs; and resource links. In 1999, LMCER initiated a welfare-to-work program between a local Workforce Investment Board and council member firms.

- Networking for Learning features regional conferences, meetings that showcase workplaces and breakfast panels on practical subjects identified by participating unions and firms.
- Since 1990, LMCER has offered more than 120 programs (on-site or at magnet locations) that cover high-performance leadership, employee involvement, team concepts, total quality management, Americans with Disabilities Act, ISO/QS 9000 and more.
- LMCER offers consulting services to labor and management committees and other on-site groups.
- Case studies, best practice reports, workshops, and presentations record LMCER experiences.
- LMCER provides links to local colleges, agencies and technical assistance to apply for funding.

Results

- During the 1990s more than 1,000 labor and management participants representing more than 70 work-sites and 25 locals engaged in LMCER programs.
- LMCER assists members in getting state funding for training.
- LMCER, as a small but significant piece of infrastructure for small firms in the IPS sector in southeastern Michigan, has been able to develop programs that otherwise would not have been developed.
- LMCER provides training on quality/ ISO 9000 standards required by auto manufacturers.
- LMCER provides low-cost services to labor and management that both parties found relevant to their firms and workforce.

PHILADELPHIA HOSPITAL AND HEALTH CARE DISTRICT 1199C TRAINING AND UPGRADING FUND

The Training and Upgrading Fund is a sector-focused, single-union, multi-firm labor-management partnership that covers more than 17,000 unionized health care workers in the Philadelphia area.

History

The Training and Upgrading Fund was established in 1974 through collective bargaining by the Hospital and Health Care Workers Union 1199C as a Taft-Hartley jointly managed trust. The union recognized that its members needed the opportunity to acquire new skills and better jobs. In establishing the fund, the union brought together labor and management partners across the local industry to establish training and education programs that met the needs of workers and employers in a changing industry. As the fund grew in experience and programs, use by employers and workers increased dramatically. Since the mid 1990s, public funding for programs has taken on a larger role. The fund uses displaced worker funds to ease the transition forced by structural changes in the industry. It also has been active in welfare-to-work programs because the staff understands both the workers and workplace requirements for employment. Goals

- To provide union members the opportunity to acquire new skills and better jobs;
- To improve wages, beriefits and the work environment;
- To identify changing employment and work requirements in the industry;
- To establish career paths in the industry for workers, leading to higher wage employment;
- To establish training and education as an integral part of the union's agenda.

Activities

The fund offers three categories of benefits: a tuition reimbursement program of $5,000 per year; two year, $10,000.00 per year scholarships including a leave of absence, health care, pension and living stipends; and courses at the Breslin Learning Center in City Center Philadelphia. The center offers up to 40 different education and training programs. Approximately 40 percent of the participants come from outside the union. With 20 classrooms and technology centers, participants select services in two categories: career development services, including counseling, assessment and job placement, or education and training from Adult Basic Education to associate degrees and specific health care certifications. Additional services include:

- An employment center/hiring hall where workers are referred to employers who call the hall regarding job openings;
- Programs for dislocated workers with career counseling and placement and occupational training services for members and nonmembers;
- Competency-based occupational entry and upgrading training linked to credentials;
- Adult basic education including GED test preparation, a high school diploma from the City of Philadelphia School District, basic computer literacy and advanced computer training.

Results

- Approximately 18 percent of 1199C members use these training and education services. In 1996-1997, some of the nearly 18,000 participants who were served received multiple services.
- The fund's educational programs have been approved by the State Board of Education. The Breslin Center gives state certification exams in some fields.
- The Hiring Hall provides services to nonunion and union workers, strengthens community linkages and institutionalizes a role for the union in the industry labor market.
- By 1999, the success of the 1199C programs had fostered a multi union exploration of the formation of a new consortium.
- The fund's network and base of negotiated funds has attracted significant resources from a variety of public training funds.
- Over the past two decades, tens of thousands of participants became skilled graduates—from registered nurses and medical technicians to dentists and medical doctors working in the Philadelphia health care industry.

SAN FRANCISCO HOTELS PARTNERSHIP PROJECT

The San Francisco Hotels Partnership Project brings together two powerful forces in the Bay Area—the hospitality industry (the largest private-sector industry employer in San Francisco) and Hotel Employees and Restaurant Employees Local 2, which represents the large, multi-ethnic workforce of more than 5,000 members in participating hotels.

History

In a city where economic health is synonymous with tourism, employers depend on a plentiful and well-trained labor force. The high premium this competitive industry places on customer perceptions of quality and value means that employees need to have skills in guest relations, communications and technical jobs. These needs helped the partnership evolve from an acrimonious labor-management relationship that dates back to the late 1970s. In 1994, labor and management from12 hotels (the Multi-Employer Group, or MEG) agreed to explore an interest-based problem-solving approach to their relationship in bargaining a new contract. The result was negotiation of more than $1.8 million into an existing training fund and the formation of the partnership. The success of joint problem-solving, job redesign and training led to a strengthened partnership in the 1999 contract. The partnership covers nearly 5,000 workers in 11 Class A hotels.

Goals

- To improve the labor-management relationship;
- To provide increased training and career ladder opportunities for workers;
- To improve hotel operations and working conditions throughout the term of the contract;
- To improve workers skills and the quality of customer service;
- To improve communication and problem-solving on the job.

Activities

Partnership activities are worker-focused to meet the needs of a diverse population. Meetings and training sessions are simultaneously translated into Spanish and Chinese dialects. ESL classes are central to the partnership's training program. Written materials are available in all three languages. Specific components of the program include:

- Facilitated labor-management problem-solving teams that address hotel operational needs and working conditions;
- Training rank-and-file workers, management personnel and union officials in team-building and problem-solving skills, as well as basic skills and ESL;
- Cooperating with Local 2's welfare-to-work and low-income worker program by identifying employment opportunities;
- Developing approaches to career ladders to be tested on a pilot basis during the next five years;
- Developing union computer database employment/hiring hall services to readily match worker skills to employer needs;
- Creating new opportunities for entry-level workers to train and work in higher-paying jobs during the busy holiday season.

Results

- Workers have access to job placements and training that gears them for higher level jobs. The employment placement benefits workers and employers alike. In late 1998, the hiring hall placed 5,210 banquet jobs during a 49-day target period achieving a record low in the number of unfilled jobs.
- The hotel industry benefits from a more predictable labor pool, using employees with higher skills and greater language proficiency.
- Partnership hotels report improved operational effectiveness and increases in both customer and employee satisfaction.
- Relationships have improved between the major hotels in San Francisco and HERE Local 2.
- The partnership has earned the respect and financial support of the HERE international union, member hotel and the State of California. It is a model for HERE locals nationwide.
- The partnership provides important training services and occupational opportunities to a number of population groups, including Hispanics, African Americans and recent immigrants from Asia and Eastern Europe.

SOUTHERN NEVADA CARPENTERS JOURNEYMEN AND APPRENTICE TRAINING PROGRAM

The Carpenters Journeymen and Apprentice Training Program represents a traditional construction-sector, labor-management training program that has undergone a dramatic restructuring to address the changing workforce and industry in Las Vegas.

History

Demand for construction activities in Las Vegas has skyrocketed over the past two decades as expansion of casinos and tourism has shaped the fastest-growing city in the United States. Yet, even with an established base of union construction in first-class hotels and casinos, the Carpenters Union gradually lost market share. In the Fall of 1996 the international union created the Southern California-Nevada Regional Council and, under new leadership, conducted a detailed analysis of the regional construction industry. Changes were instituted to reverse problems, including slow growth, limited numbers of apprentices, segmentation along class and ethnic lines and lack of upgrade training. Through a massive effort to expand training, the Carpenters Union more than doubled its membership between 1996-1999, and increased its visibility through high-profile outreach to the local community. In an effort to be more inclusive, the union courts and welcomes Hispanic carpenters. The union is reclaiming its share in the fast-growing Las Vegas construction industry, with a membership representative of the diverse workforce in the industry.

Goals

- To build the Carpenters Union and gain market share;
- To provide training for new members and skills upgrading for journeymen;
- To identify and keep up-to-date on technology and industry trends;
- To increase participation of women and minority members in training and the union;
- To increase the union presence in the community.

Activities

The union's growth strategy depends on training newly organized members, most of whom do not have a complete set of craft skills. There is an active effort to reach out to Spanish-speaking and other minority workers and to women who are or want to be carpenters. The union hired bilingual staff members and developed bilingual materials for everyday membership interactions.

- In 1998-1999 the program built a new state-of-the-art 64,000 square-foot training facility, a fivefold expansion over the size of the previous one, to accommodate increased training needs.
- In 1998, 1,300 carpenters and apprentices enrolled in training programs, approximately double the levels of 1995.
- The union developed a system for assessing and mapping skill sets so individual training strategies can be developed to close the gap between existing skills and evolving skills needs.
- In its training center, the union offers ESL classes for families.

Results

- Union employers see the increased effort in training and organizing as very positive, resulting in increased worker productivity and competency.
- A dramatically expanded training program has focused on upgrading skills for new members, 70 percent of whom lacked the skills of fully qualified craftspeople.
- The union training program and membership doubled in size between 1995 and 1998, with significant increases in participation by women and minorities. By the end of 1998 more than 1300 carpenters and apprentices were enrolled in training.
- The negotiated hourly rate for training funds more than doubled, and expenditures rose to $1.9 million in 1998.
- The Las Vegas Interfaith Council for Worker Justice, an "interdenominational multiethnic congregation-based community organization," was formed, bringing together 20 congregations.

STEEL VALLEY AUTHORITY

The Steel Valley Authority (SVA) is a unique public authority created by union, community and religious leaders. It works to retain and expand the base of manufacturing jobs and to revitalize communities in western Pennsylvania. The SVA intervenes with companies in crisis to identify the best means of retaining jobs. It works regionally and nationally with unions and communities to implement capital formation and firm retention/buyout strategies

History

From 1975-1995, western Pennsylvania suffered economic devastation as it lost more than 157,000 high-quality manufacturing jobs. The SVA, a regional development entity, was created in 1986 by the City of Pittsburgh and 11 nearby steel mill towns. The SVA was incorporated following pressure by union, community and religious leaders. Each of the communities has one member on the SVA board. The SVA works to revitalize the region's manufacturing base and to identify the best means of retaining jobs. To this end, it employs a range of industrial retention tools, including early warning systems; worker and manager buy-outs; management consulting and financial packaging; training for labor and management; and, in exceptional cases, the power of eminent domain. The SVA has formed a not-for profit Regional Jobs Corporation, supported by the labor movement and chaired by a union representative. The corporation works closely with SVA initiatives. In the past 10 years, SVA has created or preserved more than 7,500 jobs in western Pennsylvania.

Goals

- To revitalize the manufacturing base in western Pennsylvania;
- To create and retain high-quality manufacturing jobs;
- To create new models of worker and union participation in the economy and capital markets;
- To provide workers and firms with the tools they need to succeed.

Activities

The SVA has received national recognition for its early warning systems, job retention efforts and response to closure efforts. It provides services from employee ownership to financial and technical assistance for business operations and training. The SVA is also a leading incubator and designer of strategies, policies and programs that support high road jobs.

- The Strategic Early Warning Network (SEWN) identifies and assists at-risk manufacturers in 20 counties in western Pennsylvania, and develops plans for ownership succession, business planning and securing financial capital. It works with manufacturers to explore stock option plans and to improve labor-management relations, and provides referrals to modernization and other sources of business assistance.
- SVA works directly with the United Steelworkers of America (USWA) and others to build support for regional investment funds through the Heartland Labor Capital Project, a broad-based, U. S.-Canada working group that supports worker-friendly investment vehicles and local development funds.

Results

- The Strategic Early Warning Network has saved or created more than 7,500 jobs in western Pennsylvania.
- The Heartland Capital Project has contributed substantially to regional and national discussions regarding the use of labor's capital to support good jobs.
- The Regional Jobs Corporation brings together labor, community and legislative leaders to develop projects and support policies that will build good jobs.
- The SVA has built up a nationally recognized business retention infrastructure in the Steel Valley that relies on public awareness, quality programming and the unique powers of a public authority.

WISCONSIN REGIONAL TRAINING PARTNERSHIP

The Wisconsin Regional Training Partnership (WRTP) is an energetic, highly visible, multi-union, multi-employer sectoral effort to link employers, workers and unions in the joint mission of improving worker training and preserving jobs in the Greater Milwaukee manufacturing industries.

History

The Wisconsin AFL-CIO, realizing that its displaced worker programs were a limited response to state economic problems, sought broader solutions by working with the Center on Wisconsin Strategy (COWS) at the University of Wisconsin. Research revealed jobs could be retained in the metalworking industry, but this would require a consortium of unions and employers. Endorsed by the Governor's Commission on Workforce Quality, the WRTP was organized by the Wisconsin AFL-CIO as a jointly governed labor-management organization. Since its founding in 1991as a not-for-profit corporation, WRTP has grown to include 56 firms, 60,000 workers and 42 local and 14 international unions. Covering all manufacturing activity, it has been able to achieve an economy of scale by bringing partners together and by merging activities within the firms. An initial focus on incumbent workers opened the doors for other opportunities, including school-to-work programming for youths, welfare-to-work help for unemployed workers and modernization for firms. WRTP is a national model for labor-driven intervention into the economy.

Goals

- To retain and expand high-quality employment in the metalworking industry;
- To build an effective, collaborative relationship between unions and employers;
- To upgrade the skills of workers and firms;
- To promote intra-union and intra-firm collaborations;
- To provide a union and worker voice in the workplace and the economy;
- To work with public institutions and agencies in support of skill development and quality employment opportunities.

Activities

Activities are divided into three broad areas—Workplace Education, Modernization and the Future Workforce. Each has joint labor-management committee oversight. A facilitative planning process for labor and management identifies needs and concerns and forms the backbone of all services. WRTP serves as an intermediary that links WRTP employers and unions to public funding for both workforce development and modernization. It also brings employers and unions together to allow them to learn from each other.

- Workplace Education: WRTP assists in the development of on-site or multi-site learning centers, the provision of upgrade training, public funding and peer mentoring advising systems.
- Modernization: WRTP provides technical assistance to labor and management on technological and work organization change. Partnership task forces focus on strategic training initiatives, high performance workplaces and new compensation systems.
- Future Workforce: The Future Workforce Working Group addresses the training needs of adult new entrants and youths making the transition from school to work.

Impacts

- By 1999, privately negotiated employer funding had supplanted the public monies used to start several worker education centers.
- WRTP has generated more than $21 million in private investments, with more than 6,000 people receiving training each year.
- The initial focus on incumbent workers needs eased concerns over public programs opening union and firm involvement in programs, such as school-to-work and welfare-to-work programs.
- WRTP improved access to good jobs for low-income workers. In 1997-1999 more than 400 workers were placed through WRTP, obtaining full benefits and more than doubling their annual income to $22,500.
- WRTP is one of the largest networks of its kind in the nation covering more than 60,000 workers, 56 firms and 42 local and 14 international unions. It has inspired additional sectoral organizing efforts in Wisconsin and other regions of the country.
- WRTP increased visibility and leadership for the Wisconsin AFL-CIO on state economic policy.

WORKER CENTER, AFL-CIO

The Worker Center, AFL-CIO (WC) was organized in 1986 by progressive labor, religious and community groups to promote labor-community cooperation and to advance high road economic development. The Worker Center fights economic decline and works to retain good jobs in the greater Seattle area. Over the past 15 years, it has evolved into a well-respected, widely recognized affiliate of the local central labor council.

History

The Worker Center was established by community and labor organizations in response to the economic turmoil in wood products, shipbuilding and manufacturing throughout the 1980s. After its founding in 1986, the center became a focal point for employee ownership and displaced worker services. In the 1990s, the core services continued to expand into new areas as the center became a major force in the economic development arena. In 1995, following the election of Ron Judd as the King County Labor Council's principal officer, the Worker Center was integrated into the Council as its workforce and economic development arm. The center remains a not-for-profit organization governed by a labor-community board.

Goals

- To increase the King County Central Labor Council's capacity to carry out initiatives that generate high-skill, high-wage jobs;
- To improve workforce development and training systems and to deliver services for dislocated workers;
- To provide alternatives to closures, such as employee ownership services;
- To build alliances with community and environmental organizations;
- To provide a voice for workers and their families in the workplace, community and economy.

Activities

The center's activity focuses on retaining and expanding the base of high-wage jobs and creating a high road path for all sectors of the regional economy.

- Economic Development: The center catalyzed and staffed numerous coalition efforts in the region to retain shipyard and industrial jobs.
- King County Re-Employment Support Center: The center hosts on-site labor-management committees, counseling and referral, and provides a quarterly guide to job search assistance and a training and employment website.
- Project Labor Agreements (PLA): The center promotes PLAs and apprenticeship utilization requirements (AUR), with special attention paid to the needs of minorities and women.
- Trades Mentor Network: Established in 1992 the network offers ongoing support to build and retain minority and female membership in the building trades and state-certified apprentice programs.
- Employee Ownership Services: These range from feasibility studies to financing assistance.
- School-to-Work: The Worker Center educates workers about their rights, recruits union volunteers and interacts with other public and private organizations with responsibility in this area.
- Community and Technical College Liaison: The liaison provides technical assistance to labor representatives.

Results

- The center has become a recognized asset for the labor community in economic development and education and training, both as a service provider and as a voice for workers in public policy. City and county development agencies frequently consult with the center.
- A highly efficient, professional, worker-friendly program of rapid response in 1999 assisted 61 companies and more than 7,000 dislocated workers.
- In the 1990s project labor agreements and AUR increased women and minority participation in the trades. In 1997, AUR applied to $1.1 billion in projects, generating 890 apprenticeship opportunities in 26 trades. Minorities and women accounted, respectively, for 27 percent and 21 percent of all those hours, compared with their, respective, 12 and 5 percent participation in the county construction labor force.
- The Trade Mentor Network has led to a dramatic increase in retention rate among women and minority workers. 1994-1997 retention for participants averaged 70 compared with 40 for those not mentored
- By 1999, the center's school-to-work programming and mentor network had educated thousands of Seattle students and parents about workplace rights and unions.
- The center's successful activities have attracted public funding, increasing its capacity to deliver services and assist the King County Labor Council as a voice for working families in the economy.

WORKING PARTNERSHIPS USA

Since its founding in 1995, the aggressive economic development vision of Working Partnerships USA (WPUSA) has dominated the California labor scene. Working Partnerships focuses its activities through strategic planning on targeted work issues, including contingent work.

History

Following the appointment of Amy Dean as the executive director of the South Bay Labor Council in 1994, the council initiated an intensive exercise in participative strategic planning. As a result, WPUSA was established in 1995 as a nonprofit research, education and public policy development institute. The WPUSA has been critical to building sustained labor-community alliances with religious groups and Hispanic and immigrant communities. Its research has contributed to Labor Council initiatives to organize an Interfaith Coalition for Social Justice, a Community Economic Blueprint Project, a Workers' Rights Board and reforming economic development policy.

WPUSA's aggressive research agenda has led to a series of widely publicized reports. Growing Together, or Drifting Apart? (1998) exposed how Silicon Valley generates inequality and social distress for working families and the expanding immigrant population, along with its more widely recognized technological breakthroughs and entrepreneurial fortunes. Shock Absorbers for the Flexible Economy (1998) is the basis for the WPUSA initiatives aimed at transforming the temporary employment industry by improving wages and working conditions and building career paths. Walking the Lifelong Tightrope (1999) highlights the increased insecurity and instability for working families in the new economy.

Goals

- To conduct quality regional economic research and policy analysis leading to legislative action;
- To build alliances with community and business groups;
- To provide economic education to labor and community leaders;
- To directly address the needs of temporary workers;
- To support high-performance work system redesign;
- To provide union-based career opportunities for low-income workers;

Activities

- WPUSA assists Santa Clara County and the city of San Jose and their unions with modernization, and serves as a contractor to the Northern California Manufacturing Extension Partnership.
- WPUSA assists women transitioning from welfare to nontraditional residential plumbing jobs.
- The Labor-Community Leadership Institute with WPUSA's labor-community economic education program, targets 100 community leaders a year with a nine-week course.
- WPUSA links schools, unions, businesses and the Private Industry Council to provide low-cost training in multimedia fields.
- WPUSA created the Working Partnerships Membership Association and an employment agency, Working Partnerships Staffing Services, to provide living pay standards, health care and training for temporary workers.
- Job quality and environmental standards for economic development, code of conduct for temporary agencies on wages, benefits, training and administrative process.

Results

- In 1995, Santa Clara County adopted wage, benefit and environmental standards for public economic development investments, and payback provisions for instances in which standards are not met.
- WPUSA research reports generate widespread attention from the media and within state and local government, giving voice to worker and family concerns about the wider economy.
- WPUSA provided policy analysis for the San Jose Living Wage campaign, which led in 1998 to the highest living wage in the nation, worker retention and labor peace provisions.
- By the end of 1999, approximately 400 workers had become part of the staffing services project, receiving training and employment opportunities with wages and benefits.
- Ongoing alliances have been established with community, ethnic and religious organizations.
- WPUSA activities and resources expanded the capacity of the South Bay Labor Council. It has helped the South Bay Labor Council engage thoughtfully and strategically in an integrated, multi-disciplinary approach to economic development and the regional economy.

HIGH ROAD PARTNERSHIPS CONTACT LIST

Consortium for Worker Education
Joe McDermott
Executive Director
Consortium for Worker Education
275 7th Avenue, 27th Floor
New York, NY 10001
Phone: 212-647-1900
Fax: 212-647-1915
www.cwe.org

Culinary Union Training Center
Julie Pearlman
1630 S. Commerce St.
Las Vegas, NV 89102
Phone: 702-386-5265
Fax: 702-384-0845
jperlman@culinaryunion.org

E-Team Machinists Training Program
Tony Dunn
Training Director
North Shore CLC, IUE Local 201
100 Bennett Street
Lynn, MA 01905
Phone: 781-598-2760
Fax: 781-595-8770
biglabr@aol.com

Garment Industry Development Corporation
Linda Dworak
Executive Director
GIDC
275-7th Avenue, 9th Floor
New York, NY 10001
Phone: 212-366-6160
Fax: 212-366-6162
ldworak@gidc.org
www.gidc.org

Graphic Arts Institute of Northern California
Lee Lahtinen
President
GCIU Local 583
2301 Ocean Avenue
San Francisco, CA 94127
Phone: 415-239-7700
Fax: 415-239-6434
gciu@igc.org
www.gciusf.org

Mike Carly
Executive Director
Graphic Arts Institute of Northern CA
665 3rd Street, Suite 500
San Francisco, CA 94107
Phone: 415-543-9211
Fax: 415-543-2485
www.gai.org

Hospital League - 1199 SEIU Employment, Training and Job Security Program
Deborah King
Executive Director
P. O. Box 1016
New York, NY 10108
Phone: 212-494-0524
Fax: 212-239-4364
dking@1199etjsp.org
www.1199etjsp.org

Labor-Management Council for Economic Renewal
Maureen Sheahan
Executive Director
c/o UAW Region 1A
9650 S. Telegraph Road
Taylor, MI 48180
Phone: 313-291-8613
Fax: 313-291-2269
Maureen@bizserve.com
www.bizserve.com/lmcer/

Philadelphia Hospital and Health Care – District 1199 C Training and Upgrading Fund

Jim Ryan
Director
1319 Locust Street
Philadelphia, PA 19107
Phone: 215-735-5555
Fax: 215-735-7910
jryan@hslc.org
www.hslc.org/~phihosdst/1199page.htnl

San Francisco Hotels Partnership

Mike Casey
President
HERE Local 2
209 Golden Gate Avenue
San Francisco, CA 94102
Phone: 415-864-8770, Ext. 731
Fax: 415-864-4158

John Carrese
Project Director
800 Mission St. Second Floor
San Francisco CA 94103
Phone: 415-267-656
Fax: 415-267-6536
jcarrese@ccsf.org

Southern Nevada Carpenters Journeymen and Apprentice Training Program

Marc Furman
Senior Administrative Assistant
Southern CA/NV Regional Council of Carpenters
501 N. Lamb Blvd., 2nd Floor
Las Vegas, NV 89110
Phone: 702-438-1290
Fax: 702-453-3582
Nv.carpenters.union@worldnet.att.net
www.socalcarpenters.org

Steel Valley Authority

Tom Croft
Executive Director
Steel Valley Authority
One Library Place, Suite 201
Duquesne, PA 15110
Phone: 412-460-0488
Fax: 412-460-0487
tcroft@unidial.com
www.heartlandnetwork.org

Wisconsin Regional Training Partnership

Rhandi Berth
Executive Director
Wisconsin Regional Training Partnership
208 E. Capitol Drive
Milwaukee, WI 53212
Phone: 414-906-9625
Fax: 414-906-9600
berthr@matc.edu
www.wrtp.org

Worker Center, AFL-CIO

Rich Feldman
Executive Director
King County Labor Council, AFL-CIO
2800 First Avenue, Suite 252
Seattle, WA 98121
Phone: 206-461-3220
Fax: 206-461-3669
rfeldman@wc-kclc.org
www.kclc@igc.org

Working Partnerships USA

Amy Dean
Executive Director
South Bay AFL-CIO Labor Council
2102 Almaden Road, Suite 107
San Jose, CA 95125
Phone: 408-269-7872
Fax: 408-266-2653
amy@atwork.org
www.atwork.org

Working FOR America
AFL-CIO INSTITUTE

815 16th Street, NW
Washington, DC 20006

tel: 202-466-8010
800-842-4734
fax: 202-466-6146
email: info@workingforamerica.org
web: www.workingforamerica.org

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